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## **Time measurement in ILL**

a Danish library performance measurement study

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# *ILL as a Key Success Factor in Libraries*

*- the 4th Nordic  
ILL conference  
Helsinki 30.9.-3.10.2000*





# *Time measurement in ILL*

## *A Danish library performance measurement study*

*Peter Søndergaard*  
*Roskilde University Library*

**RUB**

*Time measurement in ILL* is an updated edition of a presentation which was originally held at a seminar at the Library of the Aarhus School of Business in 1999 with the title "Quality in ILL", arranged by the Danish Research Library Association's section for ILL..

The presentation consists of two major parts; first a comment on the results from the Danish "Performance measurement project" which, among other studies in 1998 and 1999, carried out a time measurement project in ILL. The second part presents the results of an analysis of delivery time for libraries which in 1998-99 were lenders of ILL requests from Roskilde University Library.

*Tidsmåling i fjernlån* er en opdateret version af en præsentation som oprindeligt blev holdt ved et seminar på Handelshøjskolens Bibliotek i Århus i 1999 om "Kvalitet i fjernlån", arrangeret af Danmarks Forskningsbiblioteksforenings Interesseklubs for Fjernlån.

Præsentationen består af 2 dele; først en gennemgang af resultaterne fra det danske "Performance measurement projekt" som i 1998 og 1999 bl.a. gennemførte tidsmålinger af fjernlån. Anden del fremlægger resultaterne af en analyse af leveringstider fra de biblioteker som i 1998-99 leverede fjernlån til Roskilde Universitetsbibliotek.

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## *Reasons for making performance measurement in ILL*

- *Improve productivity of resources*
- *Improve quality of products*
- *Improve working conditions*
- *Making comparisons possible*
- *Setting goals, such as*
  - *highest possible productivity,*
  - *high quality/high user satisfaction,*
  - *good working conditions,*
  - *best in practice*

Performance measurement is a scientific management technique developed in the US industrial sector but has in recent years been adopted by the service sector and public administration. The reason for doing performance measurement studies is - as always in the tradition of scientific management since the 1920's - to improve your company's results. PM studies are interested in efficiency. Results can be measured in economic categories, in the possibility for future development, in goodwill investments, in qualitative working conditions, etc. Performance measurement studies can give an overall image of the company situation and they can help the management in setting realistic goals.

Performance measurement er en række videnskabelige management teknikker der især har vundet indpas i den amerikanske industri-sektor men som i de senere år også har været anvendt af institutioner indenfor den offentlige administration, herunder biblioteker. PM anses undertiden som det nyeste påhit blandt mere eller mindre seriøse og modeprægede ledelsesreligioner, men det er en overfladisk karakteristik eftersom de bagvedliggende ræsonnementer har store lighedspunkter med den klassiske tankegang i scientific management fra 1920'erne (taylorismen). PM studier er primært interesseret i virksomhedens effektivitet, så vidt muligt sammenlignet med andre lignende virksomheder. PM målinger kan give et generelt billede af virksomhedens aktuelle situation og kan sætte ledelsen i stand til at udstikke realistiske mål.

## *Steps in ILL performance measurement*

- *Discussion and decision*
- *What do we want to measure, how and when?*
- *Collecting ILL data*
- *Analysing, comparing and presenting data*
- *Evaluations of data - Did we do what we thought we did?*
- *Setting goals for future ILL performance*

Seen as a systematic research-method, performance measurement describes possible current steps for an actual PM-study. Seen as means for decision on company matters, performance measurement becomes a political instrument where managerial evaluations among other elements also will be based on experiences, expectations, hopes, and personal attitudes. Performance measurement is in no way a fantastic method or THE MEANS but efficient means to make better decisions on a realistic and serious foundation. At the same time it can be a well-adapted method to evaluate if the intentions of company decisions, the decided goals, will be reached.

Betraktet som et samlet undersøgelsesdesign til at gennemføre en systematisk virksomhedsundersøgelse på fremlægger performance measurement programmet de fortløbende trin som undersøgelsen kan bevæge sig ad. Betraktet som et middel for beslutningstagning i en virksomhed forvandles undersøgelsens resultater til et virksomhedspolitisk evalueringsmiddel, hvor det sammen med andre elementer, erfaringer, forventninger, muligheder, håb og personlige holdninger udgør beslutningsgrundlaget. PM er på ingen måde en ny fantastisk metode eller bare MIDDLET, men et effektivt middel til at muliggøre bedre beslutninger, baseret på et realistisk og seriøst fundament. Det er samtidigt en velegnet metode til at om intentionerne i beslutningerne, de besluttede mål, bliver opfyldt.

# *Danish research libraries performance measurement study*

## *Participating research libraries:*

*AUB, Aalborg University Library*

*DPB, National Library of Education, Denmark*

*HBK, Copenhagen Business School Library*

*HBÅ, Library of the Aarhus School of Business*

*OUB, Odense University Library*

*RUB, Roskilde University Library*

The Danish library *performance measurement* project dates back to 1995 when a few bigger research libraries decided to make some time and quality measurements of library working processes, for instance, time measurement in ILL, number of errors in catalogue-records, processing time for books, reservation time, number of duplicate booktitles, correct placement of books on open shelves, etc.

Det danske *performance measurement* projekt startede i 1995 hvor nogle få større forskningsbiblioteker besluttede at indlede en række tids- og kvalitetsmålinger af arbejdsprocesser i bibliotekerne, f.eks. tidsmåling i fjernlån, antal fejl i katalogposter, gennemløbstid for bøger, reservationstid, opfyldelses- og afhentningsgrad for reserverede bøger, hyldeorden, dubleringer, osv.

## **Performance measurement as time measurement**

The *purpose* of time measurement is to describe why you measure. The *method* of time measurement is to describe what you measure. The *methodology* of time measurement is to describe who measures, when you measure, and how you measure.

## **Performance measurement som tidsmåling**

Tidsmålingernes *formål* er at beskrive hvorfor man måler. Tidsmålingernes *metode* er at definere hvad man måler. Tidsmålingernes *metodologi* er at beskrive hvem der måler, hvornår der måles og hvordan der måles.

**Purpose** can be: 1) to disclose realities, 2) evaluate desired goals, 3) to compare realities among institutions (benchmarking/best practice).

**Formål** kan være: 1) at afdække realiteter; 2) at leve op til en ønskelig målsituation, 3) at sammenligne sig med andre, jvf best practice.

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## **Methodological questions**

Who collects empirical data? Each library collects their own data and enters the results in common schemes coordinated by project office.

When do you collect data? Collection takes place in so-called "collecting weeks", one week in each quarter, and the same week for all participating libraries.

How do you collect data? The chosen measures are really not complicated to realise. But there are some methodological problems connected to the different library systems and their ability to collect and handle statistical information. Also the inexperience of library-staff in doing statistical research caused in the beginning some problems.

## **Metodologiske forhold**

Hvem måler? Bibliotekerne måler sig selv og anfører måleresultaterne i fælles skemaer, indsamlet af projektets sekretariat.

Hvornår måler man? Der måles i såkaldte "tælleuger", ens for alle biblioteker og placeret kvartalsvist.

Hvordan måler man? De valgte målinger er relativt ukomplicerede og giver i de fleste tilfælde sig selv. Der er dog metodologiske problemer som kan påvirke sammenlignelighed af data. Dette skyldes som regel de forskellige bibliotekssystemers evne til at samle og håndtere statistiske informationer. Også deltagernes manglende erfaring med statistiske undersøgelser skabte i begyndelsen enkelte problemer.

# *Time measurement in ILL*

*- what can be measured?*

## *■ Inhouse request handling time*

definition

*The period of time that elapses from a request is received from patron until the ILL-order is dispatched*

The *inhouse timeuse for request handling* is the request treatment time at the first step, the set off, the birth of an ILL-request. The inhouse timeuse makes the request to an ILL-order (or a return message to the patron). The ILL-staff receives the request from the patron, checks that the patron cannot get access to the material from the local collections, localizes libraries/suppliers where access is possible, selects the best/most favourable lender and dispatches the ILL-order.

At Roskilde University Library it is estimated that between 2/3 and 3/4 of the patrons ILL-requests can be localized in the national union catalogue (DANBIB) and that each ordering takes 10 min. This means that the actual time for creating a non-complicated ILL-order counts very few % of the total inhouse handling time (if 1 day;2-3%). The rest is queue-time.

Den *interne behandlingstid* er den indledende fase i en dokumentfremskaffelse, hvor låneren og den biblioteksansatte har konstateret at man ikke fra de lokale samlinger kan imødekomme lånerens ønske men at man skal fremskaffe dokumentet fra et andet bibliotek eller anden leverandør. Når dokumentet er lokaliseret udløses en fjernlånsbestilling, også kaldet en IU- I bestilling, interurban-indlånsbestilling.

Det skønnes at for mellem 2/3 og 3/4 af fjernlånerønskerne tager dokumentlokalisering og bestilling cirka 10 min pr dokument (DANBIB-bestillinger). Er den *interne behandlingstid* for et fjernlån gennemsnitligt 1 dag, betyder det at lokalisering og bestilling for den type fjernlån udgør 2-3% af den samlede interne behandlingstid. Resten er "kø-tid" og behandling af mere komplicerede fjernlån.



# *Time measurement in ILL*

*- what can be measured?*

■ *Time of delivery*

definition

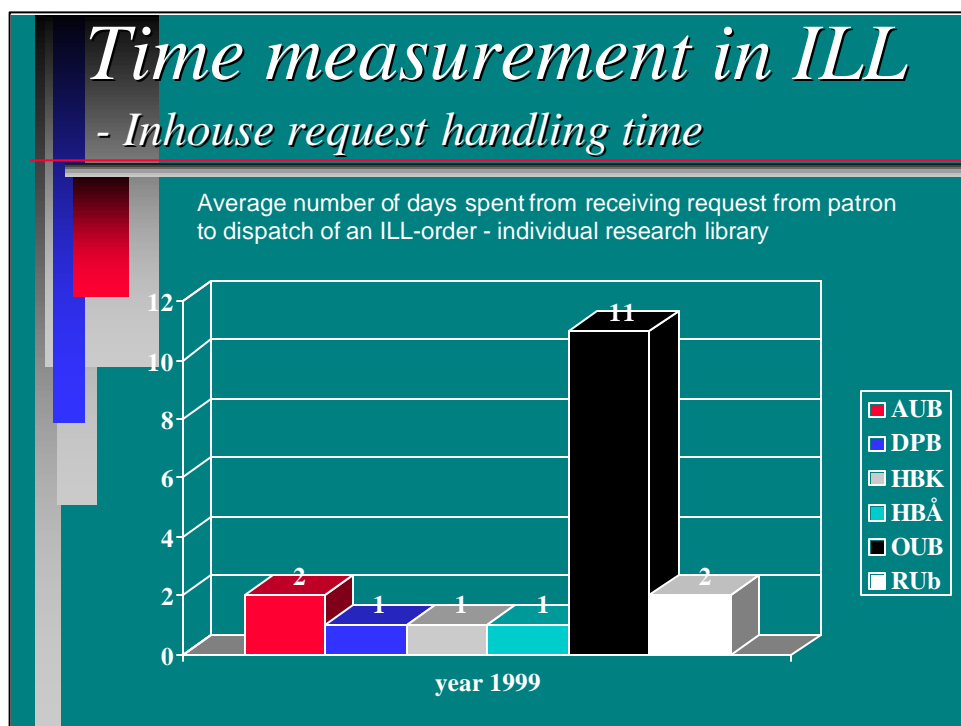
*Period of time elapsed from  
dispatch of ILL-order until  
document is received by  
borrowing library*

The second element is *delivery time*, i.e. the interval of time which the lending library or supplier spends to 1) receive the ILL-order, 2) pick up the document or make a reservation if it is already lend out, 3) lend out the document to the requesting library, or make a copy, 4) dispatchment/transmission, 5) reception at the requesting library, 6) information of patron.

Together the inhouse request treatment time and the delivery time constitute the turnaround time.

Den anden komponent er *leveringstid*, dvs det tidsrum som det leverende bibliotek bruger for at: 1) modtage bestillingen fra bestillingsbiblioteket, 2) fremfinde dokumentet, eller såfremt det er udlånt, reservere det hvis det ønskes, 3) udlåne det til bestillingsbiblioteket (ved returnabler) eller kopiere det, 4) pakke-forsende, kuvertere-forsende, transmittere/ forsende, 5) modtage i bestillingsbibliotek, 6) printe besked, opstille på afhentningshylde eller kuvertere kopi til låner.

De to tidsrum intern bestillingstid og leveringstid kan tilsammen kaldes for gennemløbstid eller opfyldelsestid; på engelsk turn aroundtime. Hele operationen er sammensat af en række arbejdsprocesser som ligner processerne i de accessionerende afdelinger. Fjernlånet optræder som det parallelle bibliotek, det supporterende bibliotek.



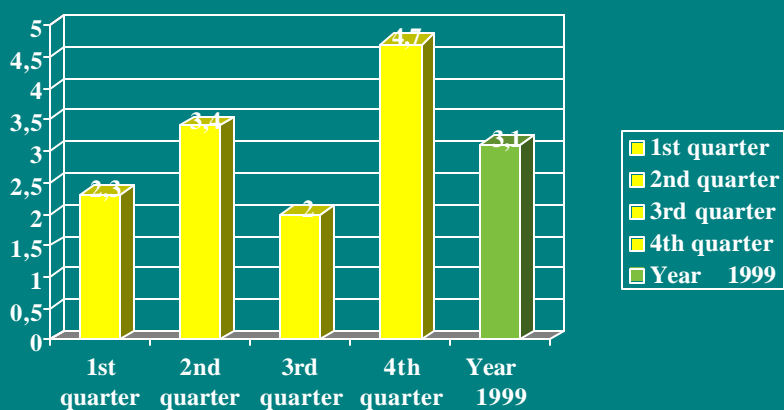
The result of measuring the *inhouse request handling time* in 1999 confirms that among the 6 libraries there is a "normal" level of 1-2 days treatment time. Only one library differs remarkably from this conclusion. Odense University Library, the biggest of the 6 libraries, needs in average 11 days to create an ILL-order. One could say that this performance measurement study reveals a special phenomenon: the "worst practice" while all other libraries have a rather similar practice.

Årsresultatet for de seks bibliotekers *interne behandlingstid* af fjernlånsønsker bekræfter at der er en afgørende forskel mellem et "normalt" niveau på 1-2 dages behandlingstid og OUBs behandlingstid på 11 dage. I forlængelse af performance measurement terminologien og benchmarking kan man her tale om "worst practice". For lånerne på de fem andre forskningsbiblioteker betyder det at de ofte vil have fået leveret de ønskede dokumenter allerede før lånerne ved OUB har fået deres ønsker ekspederet som bestillinger til andre biblioteker. Dette er en markant serviceforskel.

# *Time measurement in ILL*

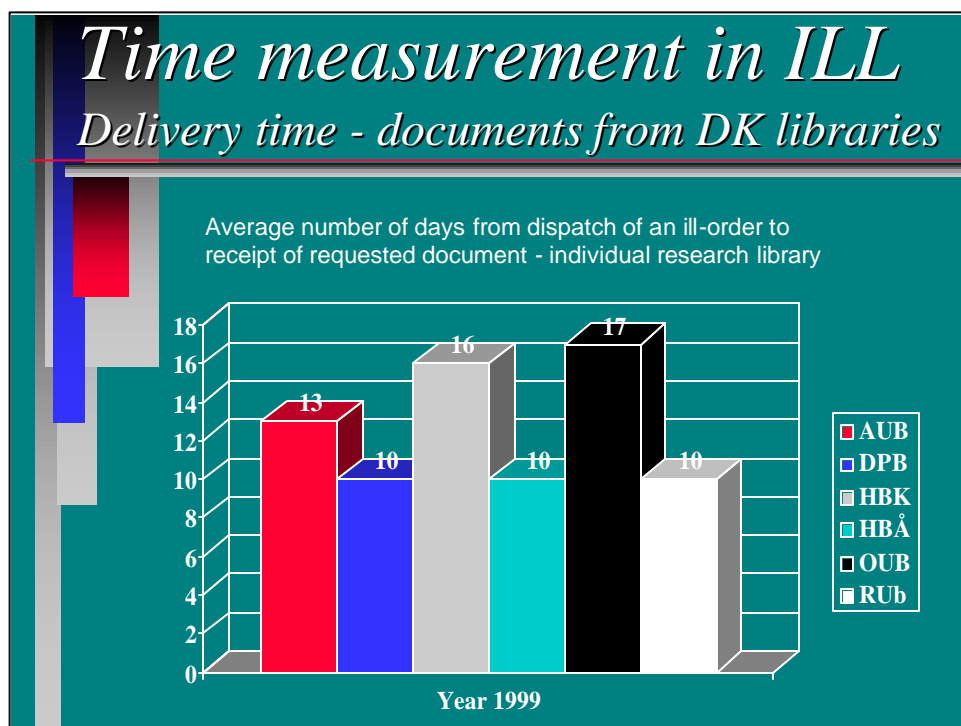
## *- Inhouse request handling time*

Average number of days spent from receiving request from patron to dispatch of an ILL-order - all research libraries



The final result 1999 of *inhouse request handling time* was for all libraries in average 3 days. The counting in the 3rd quarter resulted in the lowest time use while the 4th quarter had the highest/worst score; may be not surprising for an experienced ILL-staff.

Bibliotekernes samlede gennemsnit viser at den *interne behandlingstid* i 1999 var godt 3 dage. Kvartalsudsvingene kan udlægges således at kødannelsesstiden tæller forholdsvis meget i forårsmånederne og efter semesterstart i oktober kvartal, mens der er forholdsvis mindre kødannelse i sommerperioden.



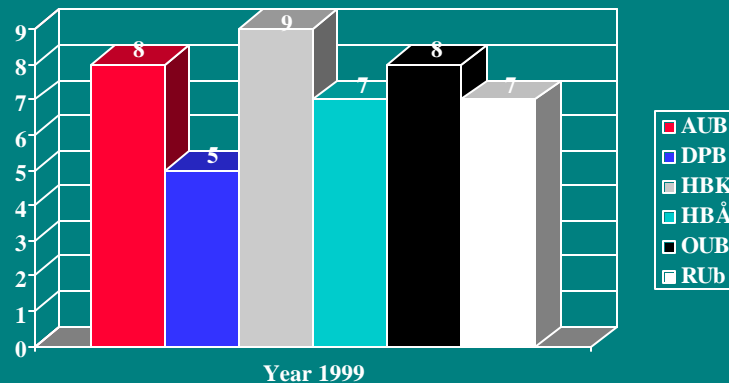
*Delivery times* for ILL-orders sent to domestic (DK) libraries in 1999 were identical for 3 of the 6 libraries, exactly 10 days, calendar days, not working days. The other libraries obtained scores which were 30, 60, and 70% above this level. Logically the explanation for the differences may be: 1) some libraries use less resources in ILL-handling, 2) some libraries are less efficient, 3) some libraries handle ILL-requests which are more difficult, 4) some libraries don't know how to select or are less careful in selecting the quickest lending libraries. It is reasonable to believe that the delivery time with a well planned strategy can be reduced.

Bibliotekernes årsresultater for *leveringstider for indenlandske fjernlån* er interessante fordi halvdelen af bibliotekerne har opgjort ens gennemsnit på 10 leveringsdage. Alle opgørelser er i kalenderdage, ikke i arbejdsdage. De øvrige biblioteker har opnået leveringstider på 30, 60 og 70% over dette niveau. Logisk set kan dette skyldes: 1) at disse biblioteker benytter færre ILL-ressourcer end biblioteker med kortere leveringstider, 2) at man arbejder mindre effektivt, 3) at fjernlån gennemgående er vanskeligere at fremskaffe eller opfylde (f.eks. efterspurgt materiale med reservationskø), 4) at man ikke omgiver sig med effektive leverandører. Det falder uden for denne præsentation at pege på en eller flere af disse forhold som afgørende for forskellene. Der er grund til at tro at de gennemsnitlige leveringstider med en god planlægning for indlandske fjernlån hos alle 6 biblioteker kan reduceres.

# Time measurement in ILL

## - Delivery time - documents from DK libraries

Median number of days from dispatch of an ILL-order to receipt of requested document - individual research library



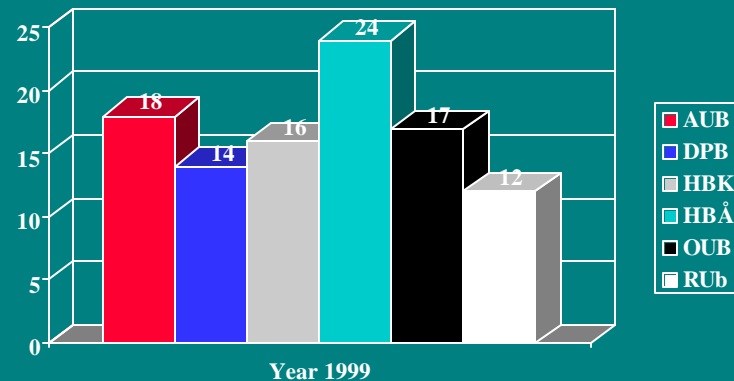
The median values for the domestic libraries *delivery times* demonstrate, as expected, a marked lower level than the average values and also a smaller difference in values among the libraries. The whole idea behind using median values is to cut the delivery times of the slowest 50% ILL-orders away so that the (few) extreme cases will not influence the overall impression of delivery times. What you see now is an average level of 7 days, plus-minus 2 days for the quickest and the slowest libraries respectively. The quickest library DPB has obtained that the first 50% of the domestic ILL-orders arrive from 0 to 5 days after dispatchment.

Årsresultatets medianværdier for de *indenlandske leveringstider* viser som forventet et lavere niveau end gennemsnitsværdierne og en nivellering af forskellene mellem bibliotekerne med et midterniveau på 7 leveringsdage og med plus-minus 2 dage til yderværdierne: DPB har opnået at 50% af deres fjernlånsbestillinger kan modtages fra 0 til 5 dage fra bestillingstidspunktet, mens HBK bruger fra 0 til 9 dage på at få den samme andel i hus. OUB har en medianværdi på 8 leveringsdage; til gengæld må OUB som det fremgik af det høje gennemsnit for leveringstider vente meget længe på de sidste 50% af deres fjernlånsbestillinger.

## *Time measurement in ILL*

### *- Delivery time - documents from outside DK*

Average number of days from dispatch of an ILL-order to receipt of requested document - individual research library



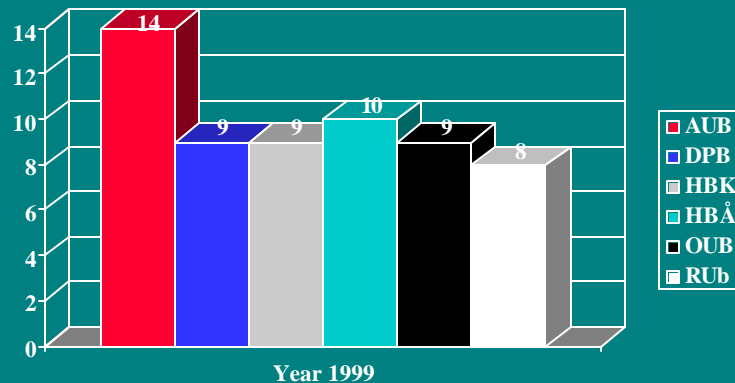
While the average values for domestic delivery times were between 10 and 17 days the delivery times for foreign ILL-orders were between 12 and 24 days. Except for HBK and OUB all the other libraries had higher delivery times for foreign ILL-orders than for domestic suppliers. Lowest is the difference for RUb with 10 delivery days for domestic and 12 delivery days for foreign ILL-orders.

Årsresultatet for gennemsnittet af leveringstider for udenlandske fjernlån viser værdier mellem 12 og 24, hvor værdier ved de indenlandske fjernlån lå mellem 10 og 17 leveringsdage. Bortset fra HBK som ikke skelner mellem indenlandske og udenlandske fjernlånsleverandører og OUB som har opnået samme gennemsnitlige leveringstid på 17 dage for såvel indenlandske som udenlandske fjernlån har alle øvrige performance-biblioteker længere leveringstider for udenlandske fjernlån. Mest markant er forskellen for HBÅ, som for udenlandske fjernlån har 24 leveringsdage, men kun 10 dage for indenlandske. Mindst er forskellen hos RUb med henholdsvis 12 og 10 dage som gennemsnitlig leveringstid. Konklusionen er at for de fleste performance-biblioteker og med de eksisterende låneveje, tager udenlandske fjernlån længere tid end indenlandske.

## *Time measurement in ILL*

### *- Delivery time - documents from outside DK*

Median number of days from dispatch of an ILL-order to receipt of requested document - individual research library



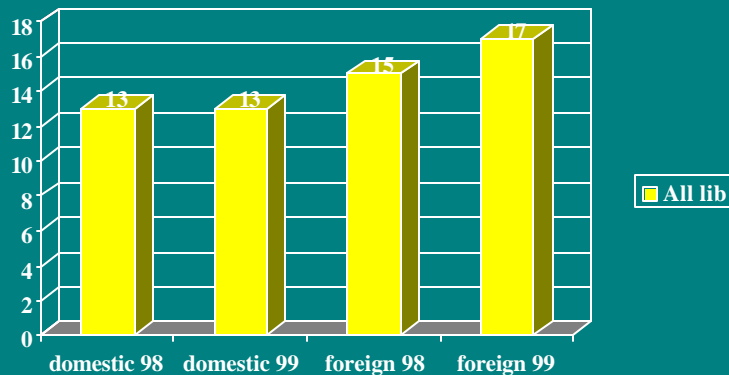
Except for AUB all the median values for delivery times for foreign ILL-orders are quite similar. It is the arrival of the last 50% that creates the difference in delivery times among libraries. This will not lead us to the conclusion that the median values now have a sufficient level looked from the point of view of user service. Only a deeper, more profound analysis of the results and your possibilities can tell whether improved efforts will have the best effect on deminishing the lowest rather than lowering the highest delivery times.

Bortset fra AUB hvor 2. kvartals høje medianværdi slår igennem på årsresultatet, kan der konstateres at der stort set er tale om et tæt opløb og trængsel ved målsnoren for de øvrige bibliotekers vedkommende. Medianværdierne for de udenlandske fjernlånsleveringer er præget af en udtalt ensartethed; det er de sidste 50% af fjernlånene der skaber spredningen i leveringstiderne. Dette er ikke ensbetydende med at medianværdiernes niveau i sig selv er tilfredsstillende; af de gunstigste kvartalsopgørelser er det vist at leveringstiderne for de første 50% kan presses yderligere 2-3 dage ned. DeT er ikke kun en teoretisk mulighed at sænke niveauet for leveringstider generelt ved en målrettet indsats.

## *Time measurement in ILL*

### *- Delivery time 1998 and 99*

Average number of days from dispatch of an ILL-order to receipt of requested document from Danish or foreign libraries/suppliers - all research libraries



Comparison of delivery times in 1998 and 1999 demonstrate no difference whatsoever for domestic ILL. The ups and downs for the individual libraries neutralize each other, so the total results for both years remain the same, 13 days.

For foreign ILLs there was an increase in the average delivery time from 15 to 17 days.

Performance-bibliotekerne opnåede i 1998 og 1999 samme gennemsnitlige leveringstid for indenlandske fjernlån. Forskydningerne i resultater for de enkelte biblioteker opvejede hinanden så årsgennemsnittet for indenlandske leveringstider i 1999 forblev på 13 dage.

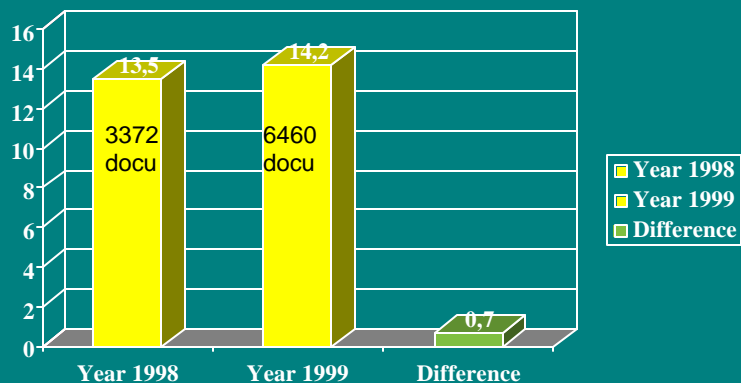
For de udenlandske fjernlån derimod steg leveringstiderne med 2 dage, fra gennemsnitligt 15 dage til 17 dage.



# *Time measurement in ILL*

## *- Delivery time 1998 and 99*

Average number of days from dispatch of an ILL-order to receipt of requested document from Danish and foreign libraries/suppliers - all research libraries



Taken together with their relative weight the domestic and foreign ILL delivery times showed a slight increase of 0,7 days between 1998 and 1999. The number of measured ILLs was nearly twice as big in 1999 compared with 1998.

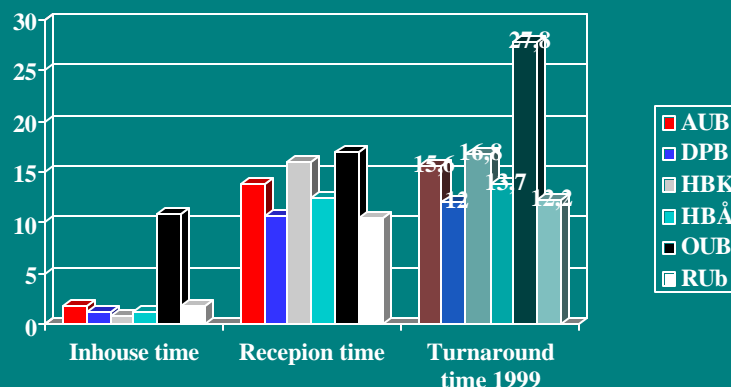
For det samlede antal fjernlån var forringelsen i leveringstider 0,7 dag i 1999 sammenlignet med resultatet i 1998. Når resultatet ikke blev dårligere trods forringelsen på 2 dage for udenlandske fjernlån, skyldes det at de meget færre udenlandske fjernlån kun indgår i det samlede gennemsnit med den vægt deres mindre antal berettiger til.

Som det fremgår er mængden af fjernlån som indgår i undersøgelsen næsten fordoblet fra 1998 til 1999. Dette skyldes at AUB's fjernlån indgår i 1999-tallene og ikke i 1998. Desuden er der tale om stigende fjernlånstrafik for hovedparten af de øvrige biblioteker.

## Time measurement in ILL

### - Turnaround time.dk 1999

Average number of days elapsed from receipt of ILL-request from patron to receipt of requested document from Danish or foreign libraries/suppliers - individual research library



Again focus is only on the 1999 results since there is not measured any inhouse treatment time in 1998. It is now possible to make a simple addition of the two measures, the *inhouse treatment time* and the *delivery time* for the individual libraries. The resulting figure is the *turnaround time*.

DPB and RUB have the lowest scores of all while OUB, thanks to this library's very high time spending for inhouse treatment, ends up with a score more than twice as high.

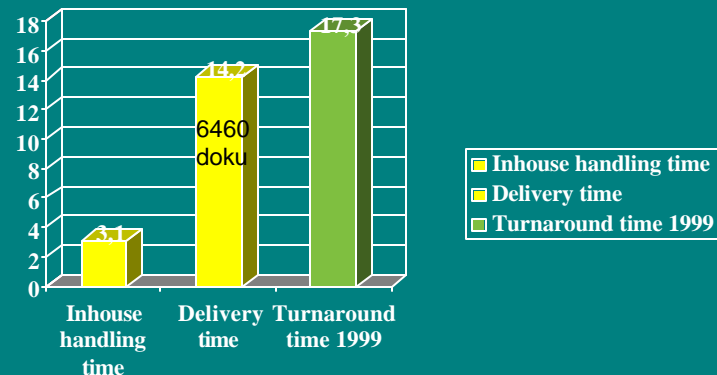
Der fokuseres igen alene på 1999 resultaterne, idet det nu er muligt at addere de to tidsmålinger som defineredes i starten: den *interne behandlingstid* og *leveringstiden* for de enkelte biblioteker. Derved fremkommer gennemløbstiden for fjernlån, også kaldet *opfyldelsestiden*, eller på engelsk *turnaround time*.

For de fem af bibliotekerne er der tale om at de placerer sig på niveauet fra 12 til godt 16 dage med DPB og RUB som de biblioteker der har opnået den absolut laveste opfyldelsestid. OUB skiller sig markant ud med en opfyldelsestid på cirka det dobbelte at gennemsnittet for de fem biblioteker. Dette skyldes alene den ekstremt lange interne behandlingstid af Odense-brugernes fjernlånsønsker.

# *Time measurement in ILL*

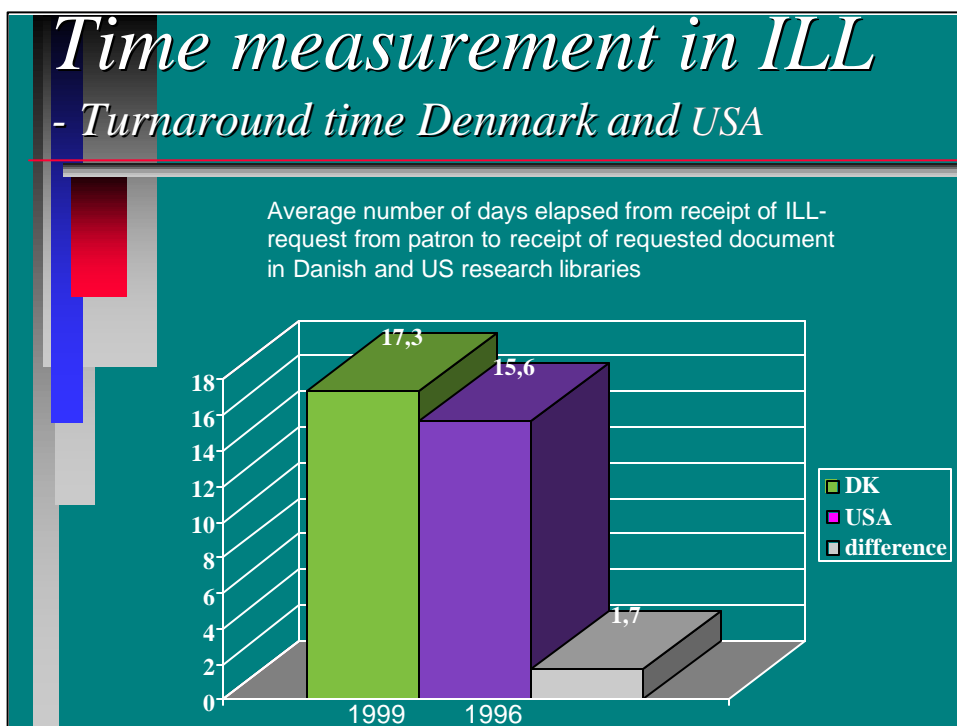
*- Turnaround time.dk 1999*

Average number of days elapsed from receipt of ILL-request from patron to receipt of requested document from Danish or foreign libraries/suppliers - all research libraries



The nation-wide result.dk of the performance measurement 1999 gives an average *turnaround time* of 17,3 days. If OUB had an inhouse treatment time near the average level then the turnaround time would have been 14-15 days for all libraries in common.

Landsresultatet for performance-bibliotekernes samlede gennemsnitlige *opfyldelsestid* for fjernlånsønsker er 17,3 dage i 1999. Havde den interne behandlingstid i OUB ligget på niveau med de øvrige bibliotekers, ville gennemsnittet have ligget på 14-15 dage.



In USA the research libraries have a long tradition for making turnaround time measures for ILL-requests. The most ambitious research was Mary Jacksons ALA and RLG supported research in 1996, where she also measured the average cost for handling ILL-requests and patron satisfaction with ILL service. She revealed that satisfaction was high (90%) and that there was non relationship whatsoever between high costs and speed of ILL request handling. Compared with Danish performance research there is a difference of nearly 2 days in turnaround time in favour of USA.

I USA har bibliotekerne i mange år foretaget undersøgelser af turnaround time for fjernlån. Den hidtil mest ambitiøse blev gennemført af Mary Jackson for de amerikanske biblioteksforeninger ALA og RLG i 1996, hvor man desuden undersøgte sammenhæng mellem omkostninger og hurtighed af fjernlån, lånertilfredshed, mv. Undersøgelsen viste at lånertilfredshed med fjernlån var meget stor (90%), at omkostning for fjernlån mellem US universitetsbiblioteker var cirka 30\$ (12\$ for fjernlånsleverandør og 18\$ for fjernlånende bibliotek), og at der ikke kunne konstateres nogen sammenhæng mellem hurtige leveringstider og høje omkostninger.

Hvordan man vil vurdere de danske og amerikanske turnaround tider afhænger af om man overraskes over den relativt lille forskel eller om man mener det samarbejdende biblioteksvæsen.dk ikke har sit lige i verden. Mener man det sidste, har man et forklaringsproblem.

## *Time measurement in ILL 2*

*- ILL documents received at Roskilde University Library 1998 and 1999*

### *Presentation of the empirical data:*

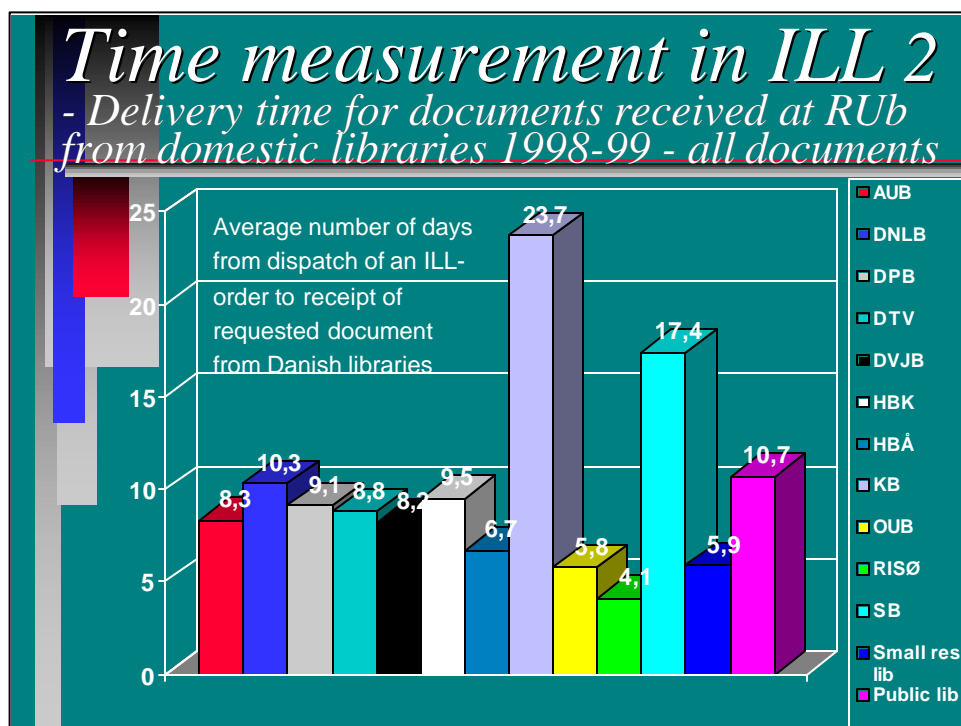
- measuring time of delivery for documents for each supplying library*
- collecting data 1 week each quarter*
- total amount of measured ILLs: 1721*

This second part presents a more detailed statistical analysis of the ILL-orders which RUB in the performance measurement periods dispatched to its lending libraries in 1998 and 1999. The peculiarity of this analysis is that the lending libraries are identified individually and that it is possible to divide the delivered documents in returnables and in copies. We already know that RUB had a turnaround time of 12 days. What we now want to know is, which were the libraries that contributed to this result and to what degree.

Præsentationen forlader det fælles performance measurement projekt og går over til at præsentere resultaterne af en særlig statistisk analyse af de fjernlånsbestillinger som Roskilde Universitetsbibliotek sendte til sine fjernlånsleverandører og som blev opfyldt i tælleugerne i 1998 og 1999. Analyse bestod i at identificere hvem leverandørerne var og hvad de leverede (bøger/returnabler og kopier).

Som det lige er vist, havde RUB en turnaround tid på godt 12 dage. Nu handler det om at identificere de biblioteker som medvirkede til resultatet og i hvilken grad. Hvem er de mest værdifulde partnere når det drejer sig om at opnå korte leveringstider?

Undersøgelsens datagrundlag er beskrevet til slut i denne præsentation

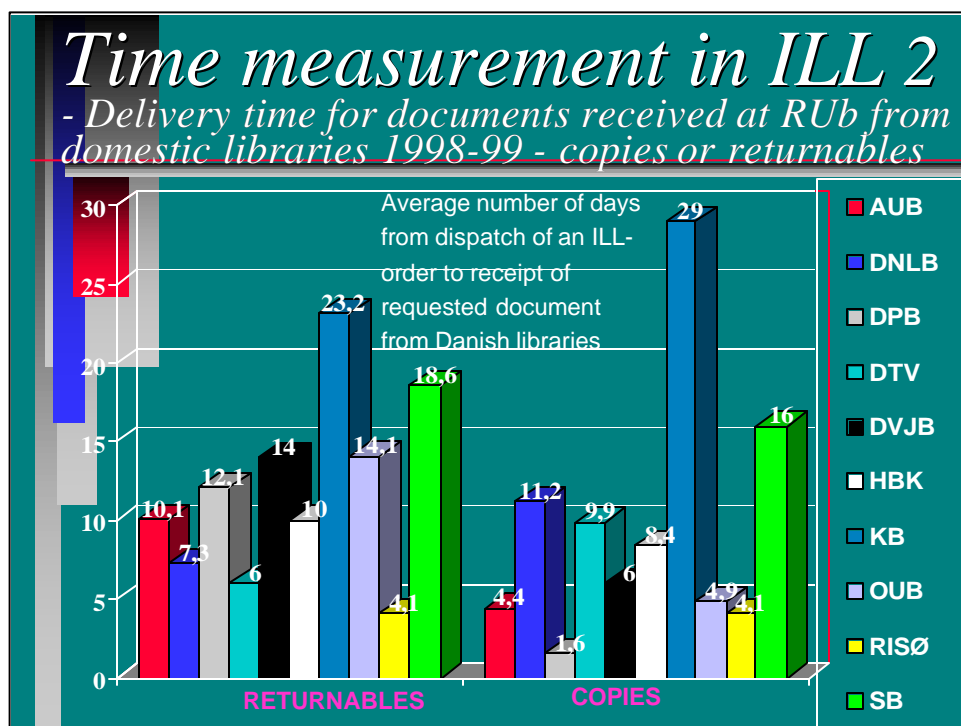


The data collection is based on more than 1700 ILL-orders in 1998 and 1999. For domestic ILL-orders the suppliers consist of 11 bigger and medium research libraries, a group of small research libraries, and a group of public libraries. The average delivery time is about 9 days and 7-8 libraries contribute positively to this result, while 5 libraries used a longer delivery time, and 2 of them a much higher delivery time.

Optællingen omfatter 1700 bestillinger, opfyldt i de otte uger i 1998 og 1999 samlede mængde fjernlån, fordelt på leverandørbiblioteker; 11 større forskningsbiblioteker, en pulje små forskningsbiblioteker og en pulje folkebiblioteker.

Gennemsnitsleveringstiden for indenlandske fjernlån er 9 dage 1998-99; 7-8 leverandører ligger under gennemsnittet mens 5 ligger over. SB og især KB ligger i særklasse over. Det skal bemærkes at lån fra institutbiblioteker under Århus og Københavns Universiteter er henført under SB og KB. Under SB er også medtaget lån fra Depotbiblioteket.

RISØ, OUB og små forskningsbiblioteker har de korteste leveringstider; OUB er KVIK-partner og den største leverandør af dokumenter til RUB med cirka 1/4 af samtlige fjernlån. Det er ikke undersøgt hvordan leveringstiderne er påvirket af at dokumenter er udlånt og at fjernlånsbestillinger står i reservationskø. Teoretisk kan det tænkes at lange leveringstider kan skyldes at en forholdsvis stor andel af de ønskede dokumenter er udlånt på bestillingstidspunktet.

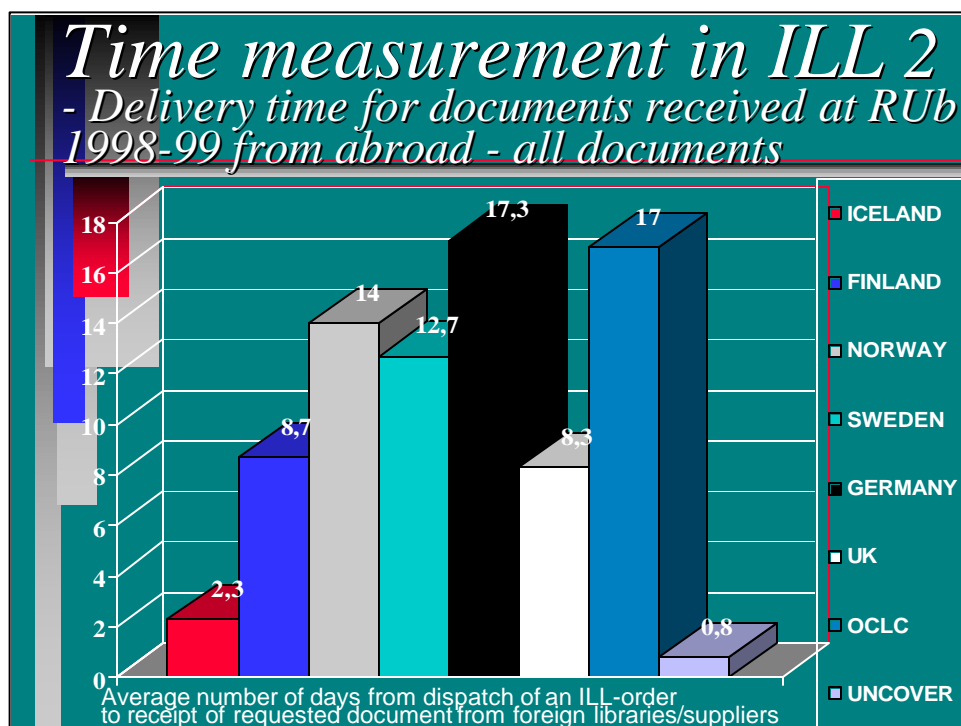


The diagram demonstrates what happens to the delivery times when documents are divided in returnables and copies. Most remarkable is that the agreement between KVIK-libraries to supply each other with copies on demand within 24 hours works, but not for all partners quite according to the rules of the agreement (AUB,DPB,OUB).

One could perhaps expect that in general it is faster for a lending library to handle a copy request but realities are apparently different for the individual lending libraries: There is no common tendency in the data-material when neutralizing the effect of KVIK-agreement.

Diagrammet visualiserer hvordan bibliotekerne håndterer RUBs ønsker om henholdsvis artikelkopier og bøger. At alle KVIK-bibliotekerne er hurtigere til at levere kopier end boglån er så at sige aftalebundet og kan ikke undre (AUB,DPB,OUB). Hvad de øvrige angår, er DNLB og DTV hurtigere til at forsende bøger end kopier, mens det er omvendt for DVJB. For RISØ er der ingen forskel; man er hurtige med begge typer leverancer. Hos KB og SB er der forskelle, men kun om små forskelle i overvejende langsomme ekspeditioner.

Man kunne måske forvente at det - også uden KVIK-aftaler - ville være hurtigere at ekspedere kopibestillinger end at forsende bøger, men sådan forholder det sig tilsyneladende ikke. Måske er det fordi fjernlån af bøger nyder bevågenhed som den klassiske fjernlånstjeneste, mens kopitjenester endnu betragtes som det nye, det sidsttilkomne og derfor må klare sig med en sindigere afvikling.



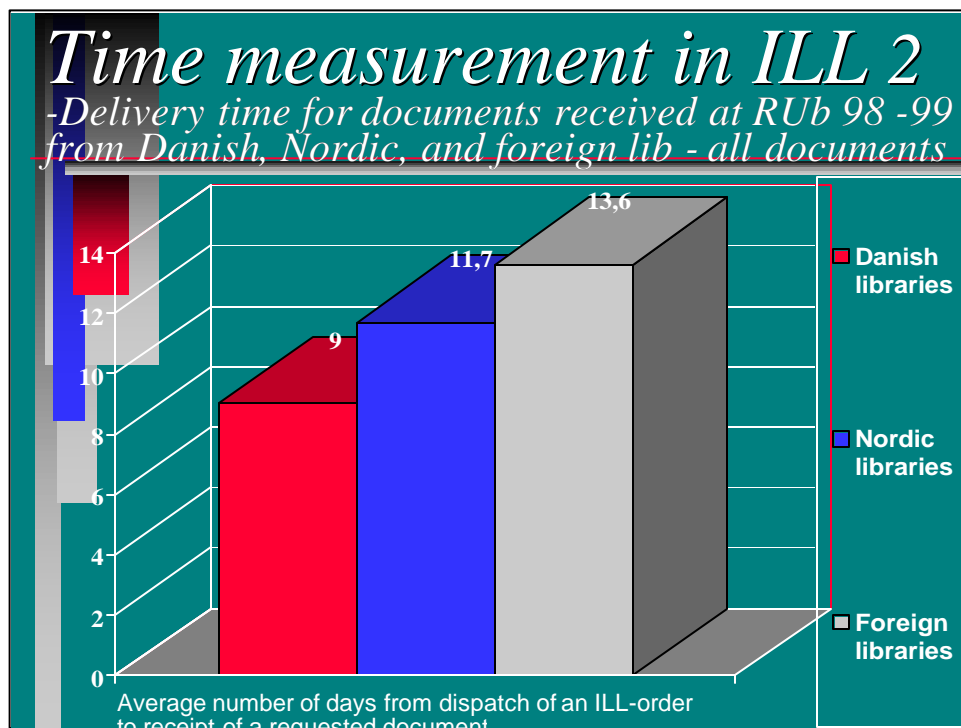
Delivery times for ILL-orders sent to foreign libraries are categorized in lending countries not in individual libraries. In general, delivery times from foreign libraries are higher compared to domestic suppliers but there are differences in this pattern. Uncover and Icelandic libraries have a very high performance and the Finnish libraries and British Library deliver ILL-documents quite as fast as the domestic libraries. It is surprising that the OCLC libraries (US mainly) can compete with delivery times from Germany, few hundred km from Denmark.

Leveringstider for udenlandske fjernlån er ikke som de indenlandske fordelt på leverandør-biblioteker men på lande. Materialet er endnu ikke tilstrækkeligt stort til at tillade en opdeling på biblioteker. Alle UK-fjernlån er lån fra British Library. Det fremgår at Uncover er i særklasse. Uncover leverer udelukkende faxkopier og deklarerer en garanti for at 90% af kopibestillingerne når frem til modtageren inden 24 timer. Det nordiske KVIK-samarbejde er en konkurrent til Uncover, da Uncover-kopier er dyre og dårlige (G3-fax).

Når bortses fra Island og Finland, kan man ikke påstå at de nordiske landes biblioteker udmærker sig ved korte leveringstider selv om også et svensk bibliotek deltager i KVIK. Man kan håbe på at tiderne vil dale i takt med at det nordiske KVIK-projekt indarbejdes.

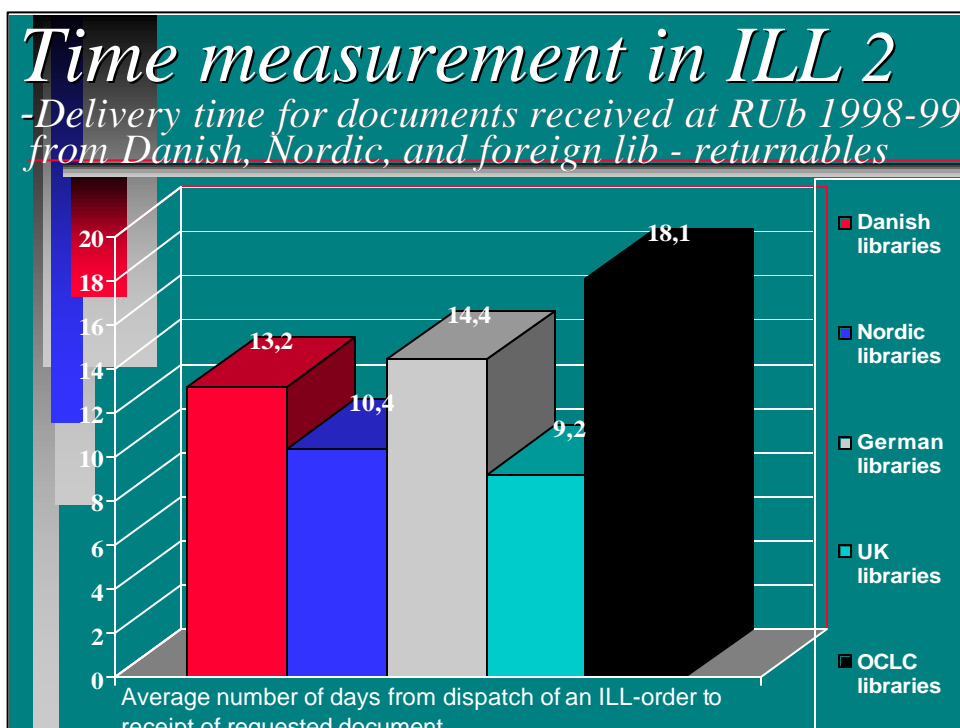
Overraskende er det måske at OCLC-bibliotekerne - fortrinsvis amerikanske biblioteker - ikke ligger højere end Tyskland. British Library ligger under det indenlandske gennemsnit for leveringstider.





The figure shows all 1700 ILL-documents distributed on Danish, Nordic, and foreign lenders. There is not that big difference as one could expect or... Why should there be any difference, except for difference in postal services and postal distances for normal mail delivery. Are there such differences between Denmark and the other Nordic countries compared with internal Danish postal distribution? Hardly.

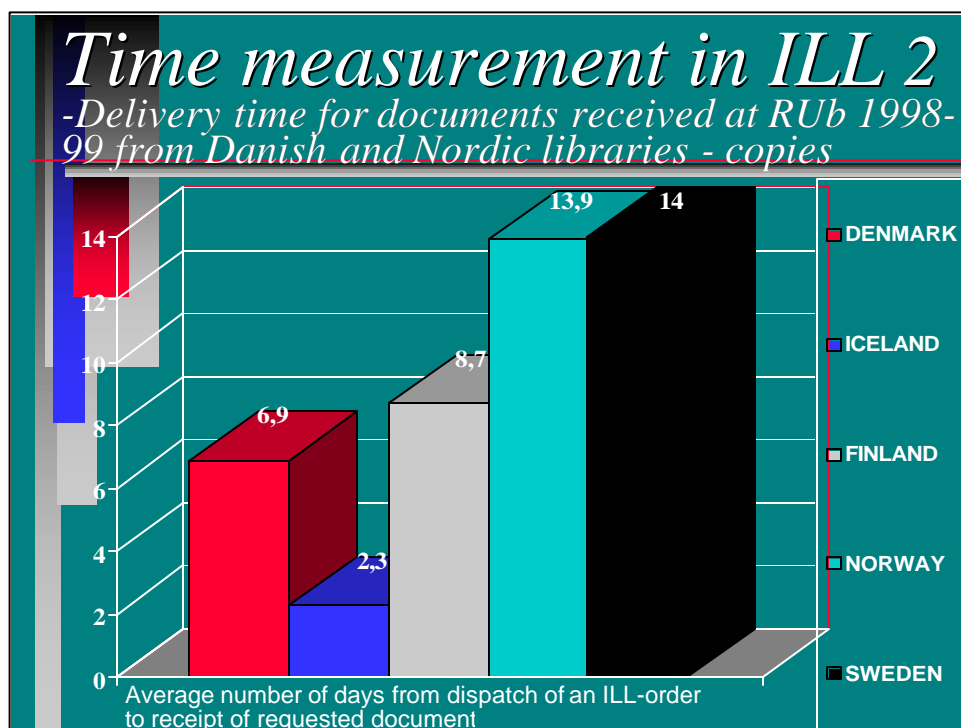
Diagrammet samler leveringstiderne i tre søjler. Man vil måske undre sig over at forskellene ikke er større på leveringstider imellem danske biblioteker og RUB, imellem nordiske biblioteker og RUB og imellem udenlandske biblioteker og RUB. Kun 5 dage er forskellen mellem det laveste og højeste gennemsnit. Moderne transmissionsteknologi af artikelkopier er givetvis med at indsnævre forskellene til det punkt, hvor forskellene betinges af de nationale postsystemer. Alligevel kan man undre sig over at postvæsenet skal bruge knap 3 dage ekstra for at distribuere post mellem de nordiske lande og Danmark i forhold til forsendelsestiden indenfor Danmark, med mindre forskellen ikke skyldes postvæsenet men de enkelte nordiske bibliotekers ekspeditionstid.



When we look at returnables only, the picture becomes somewhat different and surprising. Delivery time then becomes lower from British Library and Nordic countries than from domestic libraries. At the moment we don't have any secure explanation of this fact. There may be reason to believe that tradition in ILL-work prescribes to select the first and easiest location of books. In Denmark this will normally be in the national union catalogue DANBIB. Only if ILL-staff lacks this opportunity - which often is the case for rare or marginal literature - one goes abroad. Often there is no queue at these books too. This can be the background for the surprising delivery times but data need further examination.

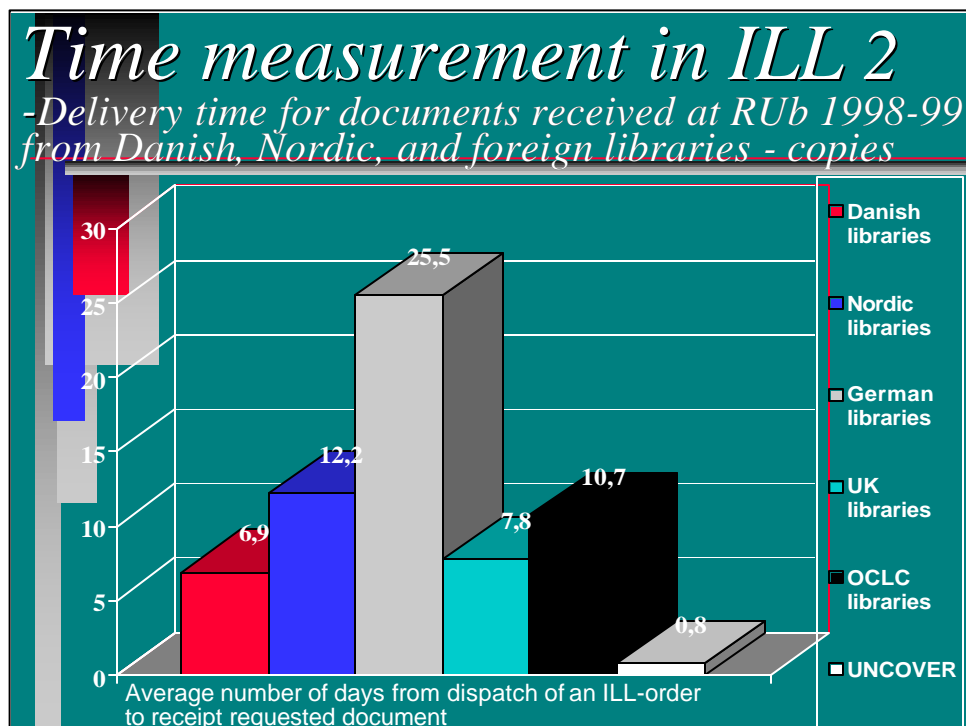
Når man betragter danske og udenlandske leveringstider for bøger, nuanceres det tidligere viste diagram overraskende. Det mest iøjnefaldende og overraskende er nok at opgørelsen viser at det er hurtigere at låne en bog fra Norden og UK end fra Danmark. Reelt kan Norden i dette tilfælde med fjernlån af bøger indsnævres til Norge og Sverige, idet Island og Finland "kun" har leveret kopier. Leveringerne fra UK sker på en delvis kommerciel basis, hvilket kan forklare de lavere leveringstider. Men det samme argument kan ikke udtrækkes til at gælder levering af fjernlånsbøger i Norden.

Hvorfor er det hurtigere at fjernlåne bøger i Norden end i Danmark? Det kræver yderligere bearbejdning af data før det kan forklares. Det kan skyldes at det fortrinsvis er sjældent efterspurgt og derfor "køløse" bøger som bestilles fra udlandet.



Concerning delivery time for copies from domestic and Nordic libraries data demonstrate that except for ILL-copies from Iceland the domestic suppliers are the quickest, partly because of KVIK-agreement. It is quite difficult to get copies fairly quick from Norway and Sweden. An average delivery time of 2 weeks to get a copy is not acceptable.

I modsætning til leveringstider for fjernlånsbøger, hvor det viste sig at de nordiske biblioteker kunne levere hurtigere end de danske, er de indenlandske biblioteker hurtigere til at leverer kopier, når bortses fra Island. Især synes det vanskeligt at få hurtige kopileverancer fra Sverige og Norge, trods KVIK-aftale. At vente i gennemsnit 2 uger for at modtage en kopi er ikke rimeligt.



In average 7 days for receiving a copy from domestic libraries; 13 days from Nordic libraries and 26 days from Germany. From the British Library it takes 8 days and from the OCLC libraries 11 days. No one can compete with Uncover.

De indenlandske biblioteker opfylder ønsker om kopier næsten dobbelt så hurtigt som de øvrige nordiske biblioteker, som så igen leverer dobbelt så hurtigt som de tyske biblioteker. Kopier fra UK er kun 1 dag længere undervejs end de indenlandsk leverede kopier; tilsyneladende er OCLC-bibliotekerne hurtigere end de nordiske biblioteker, men datamaterialet er ikke tilstrækkeligt til at sige noget endeligt om dette.

## *Time measurement in ILL 2*

*You can affect inhouse request handling time*

- *But how?*
- *Flexible, smooth swinging ILL-organization*
- *New, efficient ILL-technology*
- *Well-educated, service minded ILL-staff*
- *Understandable, well defined ILL-goals*
- *Well-informed readers with high ILL-expectations*

Yes you affect the inhouse time use preparing an ILL-order.

That you have the disposal over a smooth, breathing ILL-organization means that you can move relevant staff into ILL-service when needed - and withdraw it when no longer needed. To do so it is necessary that the library management cares about ILL and has the disposal of measures to predict ILL-fluctuations.

For inhouse time use it is important that you use the highest possible integration between patron request and ILL-system and that there is access to all relevant location information directly from ILL-pc's.

A service minded ILL-staff means a staff who feel responsible for each ILL-order, that the staff know the ILL-goals and understand how the goals are created and that the staff feel it is competent to deal with ILL-questions.

To have patrons with high ILL-expectations means to have patrons who have been informed and have an active knowledge of what is possible in ILL. This again raises the responsibility of the ILL-staff.

## *Time measurement in ILL 2*

*- Can you affect expenditure of time of delivery?*

- *Is payment a possible problem-solver?*
- *Can you request from abroad when held by library in own country?*
- *Join consortia with favorable cost/speed agreements*
- *Join consortia with ILL performance studies, or*
- *currently make your own performance studies to find best practice ILL lenders*
- *Produce updated manuals for your ILL-staff*
- *Use a variety of different ILL technologies*
- *Give your own library a good reputation as lending library. Be a good example*

Yes you can affect time of delivery for an ILL-order.

It is a fact that payment often can cut down delivery time, so if money isn't a problem you and your patron should be happy.

The traditional thinking in ILL (and in IFLA too) recommend to empty all possible national resources before trying abroad, in foreign countries. But new times, new ideas, and the Nordic KVIK-agreement is a step of crushing national ILL-borders.

Take initiative to create ILL-agreement on a personal level (library to library, staff to staff) and on formal consortia level. Join them when already existing.

Systematize your ILL-experience; analyse ILL-data hidden in your ILL-library system. Locate the libraries you want to do ILL-business with. Make the data visible and operational for the ILL-staff.

Even if you try to avoid it you will realize that the libraries you deal with use all sorts of ILL and transmission technology, from the newest to the oldest ones.

If you are a good ILL-document supplier you deserve respect and good service from the supplied libraries. Often they also will behave that way.

## *Presenting ILL performance measurement data - example 1*

### **SERVICE DECLARATION FOR ILL-REQUESTS**

Roskilde University Library offers researchers, teachers, and students at Roskilde University Centre access to material which is not present in the library's own collections through interlibrary loans (ILL).

ILL requests will be handled and the materials will be ordered within 2 working days after the requests have been handed over to the library staff. The arrival of materials can be expected within:

(calendar days)	Average	Median
From Danish libraries	10 days	5 days
From foreign libraries	13 days	8 days

The service declaration demonstrates how performance measurement data can be used to inform the public. It can also be seen as an attempt to create well informed patrons with high ILL-expectations

Time measurement is not an unproblematic phenomenon. Since the 1920s when scientific management inspired time measurement in industrial production the workers have looked at this method with scepticism and hate since they felt that the method was followed by intensification of work and better working conditions or dismissals. So very often the scientific management caused strikes and other forms of labor conflict. When we after all dare to insist in using this problematic tool it may be because times have changed. Many of us work in public sectors where relationships between employees and employers can be less antagonistic; there may be a common interest to work inside well functioning organizations; work is a part of real life and not only a way of earning money to make a living. We believe that modern performance measurement done in a proper way can create greater satisfaction for staffs and customers.

Tidsmålinger er ikke uproblematisk, hverken metodisk eller socialt. Siden scientific management systematisk anvendte tidsmåling i industrien fra 1920'erne har metoden været mødt med skepsis eller had af lønarbejderne, fordi målingerne var prolog til efterfølgende rationaliserings- og intensiveringsbestræbelser og forringede arbejdsvilkår eller afskedigelser. Kapitalernes bestræbelser på at øge produktiviteten gennem tidsstudier endte ofte i arbejdskampe.

Når moderne performance measurement og kvalitetsanalyser vover at fastholde et historisk og socialt belastet værktøj som tidsmåling, skyldes det flere forhold. Organisationer som foretager målingerne er hyppigt offentlige institutioner, hvor fællesinteressen mellem medarbejdere og ledelse for at arbejde i velfungerende og trimmede organisationer er betydelig. Ikke enerådende, men betydelig. Man kan påstå at moderne lønarbejdere har videre perspektiv på arbejdet end som blot en kilde til lønindtægt og at serviceorganisationers kun-dekontakt befordrer ønsker hos ansatte om at være effektivere og skabe mere nytteværdi for kunden, sammenlignet med hvad andre lignende organisationer præsterer. Tidsmålinger kan anskues som middel til at opnå både større kunde- og medarbejdertilfredshed.

Det er tidsmålinger der gør det muligt at estimere ventetid præcist.



## *Presenting ILL performance measurement data - example 2*

### **SERVICE DECLARATION FOR ILL-REQUESTS**

As a researcher, teacher, or student at Roskilde University Centre you may check your loan status on the library-website to secure that your ILL-requests are handled according to the announced timeschedule.

We also recommend to use the electronic form for ILL-requests which you find on the library-website:

<http://www.rub.ruc.dk/service/fjernlaan.html>

The second page of the service declaration is a further attempt to involve and inform the patrons. The library in some way opens its ILL-files and make the procedure transparent. It is now possible for the patron to claim if he finds that his requests are not dealt with in a proper way and should have been treated otherwise.

It also informs him about the electronic way of dispatching ILL-request if he does not want to visit the library.





The performance measurement study of Roskilde University Library's ILL-orders was based on the following empirical data 1998 and 1999 (library name: total number of ILL-order/returnables): Danish libraries: Datagrundlag for analyse af leveringstider for fjernlån opfyldt til Rub fra danske og udenlandske biblioteker i 1998 og 1999 var følgende (bibliotekets navn: antal fjernlån i alt/heraf bøger): Danske biblioteker: AUB: 111/69; DNLB: 203/47; DPB: 59/42; DTV: 52/15; DVJB: 53/15; HBK: 48/34; HBÅ: 11/10; KB: 87/79; OUB: 544/54; RISØ: 63/20; SB: 92/48; SUC: 12/12; Små forskningsbiblioteker/Small research libraries: 40/-; Folkebiblioteker/Public libraries: 29/-. Nordiske biblioteker/Nordic libraries: Island/Iceland: 12/0; Finland:20/0; Norge/Norway:20/6; Sverige/Sweden: 131/37. Tyskland/Germany: 26/13; UK: 73/20; OCLC: 21/18; UNCOVER: 5/0; Øvrige udland/Other foreign countries: 9/-